

UNCLASSIFIED

AD 263 628

*Reproduced
by the*

**ARMED SERVICES TECHNICAL INFORMATION AGENCY
ARLINGTON HALL STATION
ARLINGTON 12, VIRGINIA**



UNCLASSIFIED

NOTICE: When government or other drawings, specifications or other data are used for any purpose other than in connection with a definitely related government procurement operation, the U. S. Government thereby incurs no responsibility, nor any obligation whatsoever; and the fact that the Government may have formulated, furnished, or in any way supplied the said drawings, specifications, or other data is not to be regarded by implication or otherwise as in any manner licensing the holder or any other person or corporation, or conveying any rights or permission to manufacture, use or sell any patented invention that may in any way be related thereto.

61-4-5
XEROX

CATALOGED BY ASTIA
AS AD No. _____

263628

U.S. AIR FORCE
Project **RAND**
RESEARCH MEMORANDUM

This is a working paper. It may be expanded, modified, or withdrawn at any time. The views, conclusions, and recommendations expressed herein do not necessarily reflect the official views or policies of the United States Air Force.



The **RAND** *Corporation*
SANTA MONICA • CALIFORNIA

U. S. AIR FORCE

PROJECT RAND

RESEARCH MEMORANDUM

THE DECOMPOSITION ALGORITHM FOR LINEAR PROGRAMMING

Notes on Linear Programming
and Extensions — Part 57

George B. Dantzig
Philip Wolfe

RM-2813-PR

September 1961

Assigned to _____

This research is sponsored by the United States Air Force under contract No. AF 49(638)-700 monitored by the Directorate of Development Planning, Deputy Chief of Staff, Research and Technology, Hq USAF.

This is a working paper. It may be expanded, modified, or withdrawn at any time. The views, conclusions, and recommendations expressed herein do not necessarily reflect the official views or policies of the United States Air Force.

The **RAND** *Corporation*

1700 MAIN ST. • SANTA MONICA • CALIFORNIA

SUMMARY

A procedure is presented for the efficient computational solution of linear programs having a certain structural property characteristic of a large class of problems of practical interest. This property makes possible the decomposition of the problem into a sequence of small linear programs whose iterated solutions solve the given problem through a generalization of the simplex method for linear programming.

CONTENTS

SUMMARY	iii
Section	
1. THE DECOMPOSED LINEAR PROGRAM	1
2. THE EXTREMAL PROBLEM	3
3. THE DECOMPOSITION ALGORITHM	6
4. DETAILS ON USE OF THE ALGORITHM	10
5. A NUMERICAL EXAMPLE	16
REFERENCES	21
LIST OF RAND NOTES ON LINEAR PROGRAMMING AND EXTENSIONS	23

THE DECOMPOSITION ALGORITHM FOR LINEAR PROGRAMMING¹

1. THE DECOMPOSED LINEAR PROGRAM

Many linear programming problems of practical interest have the property of being composed of separate linear programming problems, which are tied together by a number of constraints that is considerably less than the total number imposed on the problem. When the suitably-ordered matrix of coefficients of such a problem is displayed in the usual way, a pattern emerges like that shown in Fig. 1. In this figure the constraint matrix has

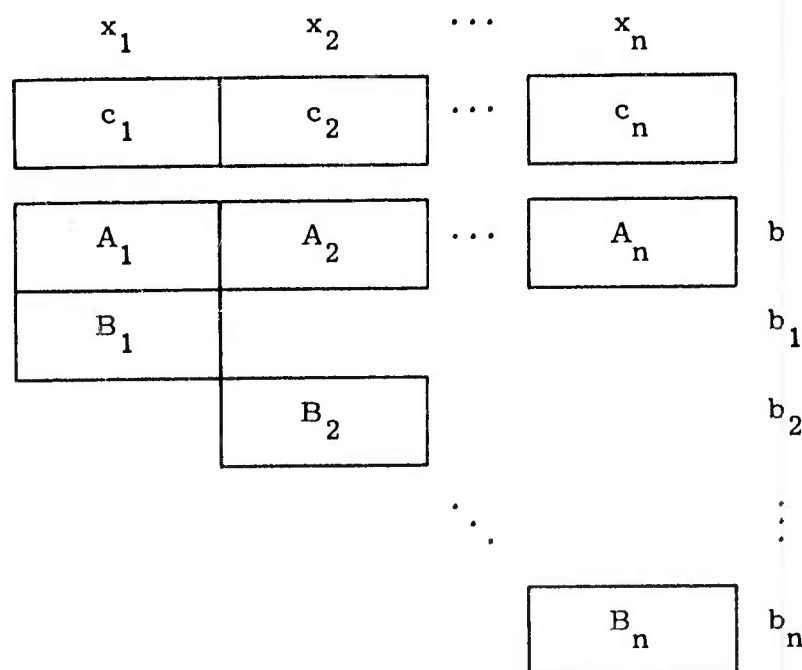


Fig. 1 — The original problem

¹A preliminary version of this research memorandum appeared originally under the title A Decomposition Principle for Linear Programs, The RAND Corporation, Paper P-1544, November 10, 1958, and was presented at The RAND Symposium on Mathematical Programming in March, 1959.

been partitioned into non-zero blocks A_j and B_j ; the "right-hand side" column of constants, b, b_1, \dots, b_n , is arrayed correspondingly; and the "costs" — the coefficients of the objective form — are partitioned into the blocks c_1, c_2, \dots, c_n .

More particularly, suppose that we have the following:

$$\left. \begin{array}{l} \text{an } m\text{-vector } b, \\ A_j, \text{ an } m \text{ by } n_j \text{ matrix,} \\ B_j, \text{ an } m_j \text{ by } n_j \text{ matrix,} \\ c_j, \text{ an } n_j\text{-vector, and} \\ x_j, \text{ a variable } n_j\text{-vector,} \end{array} \right\} \text{ for each } j = 1, \dots, n.$$

Then the problem illustrated in Fig. 1 is posed as a linear programming problem in $\sum_j n_j$ variables, subject to $m + \sum_j m_j$ constraints. It can be summarized as follows:

The Decomposed Program. Find the vectors x_j ($j = 1, \dots, n$) satisfying the constraints

$$(1) \quad \sum_j A_j x_j = b \text{ and } x_j \geq 0 \quad (\text{for all } j),$$

$$(2) \quad B_j x_j = b_j \quad (\text{for all } j),$$

which minimize the linear form

$$(3) \quad \sum_j c_j x_j.$$

It would seem that each of the n sets of constraints of (2) constitutes a subproblem of secondary importance to the whole program, and that these sets should be studied mainly through the restrictions they impose on the activities of the joint constraints (1). Pursuing this point of view leads us from the decomposed program to the equivalent extremal problem of the next section. For the sake of simplicity in formulating the extremal problem, it is assumed that

$$(4) \quad S_j = \{x_j \mid x_j \geq 0, B_j x_j = b_j\}$$

is bounded for each j . Only minor changes, which will be discussed in Sec. 4, are required in order to remove this restriction in the treatment which follows.

The results of this paper arise from the statement of the decomposed program as a "generalized linear programming problem" in n variables, in which the m -element column of coefficients associated with each variable is drawn freely from the convex set S_j instead of being fixed as in the ordinary linear programming problem. This generalized problem is developed more fully elsewhere [5].

2. THE EXTREMAL PROBLEM

In this section we formulate a type of linear programming problem in which those features of the decomposed program (1-3) that pertain to its joint constraints are brought to the fore. In the new problem, the extreme

points of the sets defined by the relations (2) will yield the data for the problem.

For $j = 1, \dots, n$, let $W_j = \{x_{j1}, \dots, x_{jK_j}\}$ be the set of all extreme points of the convex polyhedron S_j defined by the conditions $x_j \geq 0$, $B_j x_j = b_j$; also define

$$(5) \quad \left. \begin{aligned} P_{jk} &= A_j x_{jk} \\ c_{jk} &= c_j x_{jk} \end{aligned} \right\} \text{ for } k = 1, \dots, K_j.$$

2.1. The Extremal Program

Find numbers s_{jk} ($j = 1, \dots, n$; $k = 1, \dots, K_j$), satisfying

$$(6) \quad \sum_{j,k} P_{jk} s_{jk} = b, \quad s_{jk} \geq 0 \quad (\text{for all } j, k),$$

and

$$(7) \quad \sum_k s_{jk} = 1 \quad (\text{for all } j),$$

which minimize the linear form

$$(8) \quad \sum_{j,k} c_{jk} s_{jk}.$$

The relation of the extremal problem to the original problem lies in the fact that, since S_j is a bounded, convex polyhedral set, any point x_j of S_j may be written as a convex combination of its extreme points, that is, as $\sum_k x_{jk} s_{jk}$, where $\{s_{j1}, \dots, s_{jK_j}\}$ satisfy (7); and the expressions (6) and (8) are just the expressions (1) and (3) of the decomposed problem

rewritten in terms of the s_{jk} . This relation is stated in the following lemma, which requires no proof:

Lemma. If the numbers $\{s_{jk}\}$ solve the extremal program (6-8), then the vectors

$$(9) \quad s_j = \sum_k x_{jk} s_{jk}, \quad j = 1, \dots, n,$$

solve the problem (1-3).

Note that, by (5) and (9),

$$\sum_j A_j x_j = \sum_j \sum_k A_j x_{jk} s_{jk} = b \text{ and } \sum_j c_j x_j = \sum_{j,k} c_{jk} s_{jk}.$$

The matrix of coefficients for the extremal problem is displayed in Fig. 2. Its constraint equations are $m + n$ in number; the m joint

		$s_{11} \dots s_{1K_1}, s_{21} \dots s_{2K_2}, \dots, s_{n1} \dots s_{nK_n}$		
		$c_{11} \dots c_{1K_1}$	$c_{21} \dots c_{2K_2}$	$c_{n1} \dots c_{nK_n}$
Prices	π	columns $P_{11} \dots P_{1K_1}$	columns $P_{21} \dots P_{2K_2}$	columns $P_{n1} \dots P_{nK_n}$
		1 ... 1		
	π_1		1 ... 1	
				1 ... 1
				b
				1
				1
				\vdots
				\vdots
				1

Fig. 2 — The extremal problem

constraints of the original problem have gone over into the m constraints (6) constituting the upper block in Fig. 2, and the m_j constraints of the j^{th} subproblem have gone over into single constraints of the form (7). The reduction in the total number of constraints is sizable in case the m_j are large, and it is on this fact that the computational efficiency of the decomposition algorithm relies. The reduction appears to have been accomplished, however, by greatly enlarging the number of variables in the problem from the original $\sum_j n_j$ to the number $\sum_j K_j$; the proposed method would be of little interest or value if it were not possible effectively to reduce this number.

3. THE DECOMPOSITION ALGORITHM

The central idea of the decomposition algorithm is that the extremal linear programming problem of (6-8) and Fig. 2 can be solved by the simplex method for linear programming without prior calculation of all the data given in the statement of the problem. Typically, only a small number of the $\sum_j K_j$ variables present will ever play an active role in the course of solving the problem, and as will be seen, the coefficients needed in handling just these variables may be generated at the time they are to come under consideration. The principle of coefficient generation was first employed in the study of multi-commodity network flows [3].

Let us repeat here the essential features of the simplex method that will be used. The phenomenon of degeneracy plays the same role in the

extremal problem that it does in any linear programming problem, and standard methods [1] can be invoked to handle it when necessary, so that it need not be discussed here. The problem discussed in the next section — that of finding a first feasible solution to the extremal problem — is similar to the same problem for a general linear program. It will be assumed that the usual data are at hand for performing one typical step of the simplex method on the extremal problem.

Since the extremal problem has $m + n$ equation constraints, there will be at hand $m + n$ columns ($(m + n)$ -component vectors corresponding to extreme points) that constitute a "feasible basis." These columns are linearly independent, and the unique solution of the constraint equations (6, 7), which is obtained by setting to zero those variables associated with all other columns, is nonnegative. If the revised simplex method is used in performing the calculations, there will also be at hand the $(m + n)$ -vector of "prices" $(\pi; \bar{\pi})$ — the m -vector π being associated with the first m constraints and the n -vector $\bar{\pi}$ with the remaining n , as in Fig. 2. In the general linear program, the inner product of the price vector with any column of the basis must equal the cost associated with that column. In the case of the extremal problem, if we let $\bar{\pi}_j$ be the j^{th} component of $\bar{\pi}$, this relationship can be written as

$$(10) \quad \pi P_{jk} + \bar{\pi}_j = c_{jk}$$

for basic columns drawn from the j^{th} partition, $j = 1, \dots, n$.

One step of the simplex method iteration for solving the extremal problem would be performed as follows: Find a column of the constraint matrix whose "reduced cost" is negative, that is, for which

$$(11) \quad c_{jk} - \pi P_{jk} - \bar{\pi}_j < 0.$$

(Commonly, the column which minimizes the reduced cost is chosen.)

Add this column to the current basis, and delete one column from the basis in such a way that the new basis is still feasible. If no column satisfying (11) can be found, then the current solution $\{s_{jk}\}$ solves the extremal problem. Otherwise, the simplex method gives the appropriate rules for the removal of a column from the basis, and for the calculation of the new prices $(\pi; \bar{\pi})$ associated with the new basis with which the next iterative step can begin.

A procedure for applying the simplex algorithm to the extremal problem without having all the data of that problem at hand can now be stated. It is supposed that only the $m + n$ columns of a feasible basis for the problem are given.

3.1. The Decomposition Algorithm: Iterative Step

Given $m + n$ columns of the form $(P_{jk}; 0, \dots, 1, \dots, 0)$ that constitute a feasible basis for the extremal problem, their associated costs c_{jk} , and prices $(\pi; \bar{\pi})$ satisfying (10); for each $j = 1, \dots, n$, let \bar{x}_j be an extreme point of S_j minimizing the linear form

$$(12) \quad (c_j - \pi A_j)x_j, \text{ under the constraints } x_j \geq 0, B_j x_j = b_j;$$

and let \bar{x}_{j_0} be such that

$$(13) \quad \delta = (c_{j_0} - \pi A_{j_0})\bar{x}_{j_0} - \bar{\pi}_{j_0} = \text{Min}_j [(c_j - \pi A_j)\bar{x}_j - \bar{\pi}_j].$$

If $\delta < 0$, form the new column and its associated cost for the extremal problem as

$$(14) \quad (A_{j_0} \bar{x}_{j_0}; 0, \dots, 1, \dots, 0) \text{ and } c_{j_0} \bar{x}_{j_0};$$

add this column to the basis, and form a new basis and new prices using the rules of the simplex method. If $\delta \geq 0$, terminate the algorithm; $\{s_{jk}\}$ solves the extremal problem, and the relations (9) give the solution of the original problem.

Theorem. The decomposition algorithm terminates in a finite number of iterations, yielding a solution of the extremal problem.

Proof. Since the termination of the simplex method as applied to the general linear programming problem in a finite number of iterations is known [1], it is sufficient to show that the rules of the iterative step of the decomposition algorithm yield a column satisfying the criterion (11), if this is possible. For the column defined by (14), the left-hand side of (11) is simply $c_{j_0} \bar{x}_{j_0} - \pi A_{j_0} - \bar{\pi}_{j_0} = \delta$, which is as small as possible. (The lemma of Sec. 2 shows that a solution of the original problem is

obtained when a solution of the extremal problem has been found by this algorithm.)

In summary, a cycle of the decomposition algorithm can be stated this way:

Given $m + n$ columns constituting a feasible basis for the extremal problem, use the prices associated with that basis to form the modified costs, $c_j - \pi A_j$, for each of the subproblems.

Minimize $(c_j - \pi A_j)x_j$ for $x_j \geq 0$, $B_j x_j = b_j$. If $\delta < 0$, so that the original problem is not solved, then from an appropriate subproblem solution, construct a new column for the extremal problem and form a new feasible basis incorporating that column, deleting another column from the basis in accordance with the rules of the simplex method.

4. DETAILS ON USE OF THE ALGORITHM

This section considers some details regarding use of the decomposition algorithm: how to get the algorithm started; how to deal with unbounded solutions of the subproblems, which may occur when the boundedness restriction is removed; some variations of the selection technique (12) and of methods for decomposing a problem.

4.1. Initiating the Algorithm

The decomposition algorithm can be started with precisely the same device, called Phase One, that is used for the general linear programming problem. This device consists in augmenting the problem with $m + n$

"artificial" variables in terms of which an initial basic feasible solution, and the prices associated with the corresponding initial feasible basis, are readily found. The decomposition algorithm can then be applied to the problem of removing the artificial variables. After this has been done, the required initial conditions for the ordinary application of the algorithm are automatically met.

For $i = 1, \dots, m + n$, let y_i be a nonnegative variable; let I_i be the i^{th} column of the $(m + n)$ -order identity matrix; and let $c_i = 1$ be the cost associated with the variable y_i . For Phase One, replace all the costs $\{c_j\}$ of the original problem with zero vectors. It can be assumed without loss of generality that the right-hand side vectors b , $\{b_j\}$ are all non-negative.

Designating $\{I_i\}$ as the initial feasible basis, employ the decomposition algorithm in the minimization of the linear form $\sum_i y_i$. [Note that the initial feasible solution and the initial prices are given by $(y_1, \dots, y_{m+n}) = (b; b_1, \dots, b_n)$ and $(\pi; \bar{\pi}) = (1, \dots, 1)$.]

If the form $\sum_i y_i$ cannot be reduced to zero, then the extremal problem has no feasible solution; if the form can be reduced to zero, then a feasible solution is a fortiori at hand. Typically, this Phase One will have ended with none of the artificial columns left in the basis. (It occasionally happens that an artificial column remains in the basis although its variable is, of course, zero. Handling this case requires the use of an additional constraint, described elsewhere [1], in the problem.) The cost vectors of the original

problem are then restored, and Phase Two, the application of the algorithm to the proper extremal problem, can proceed as in Sec. 3.

4.2. Extension to the Unbounded Case

It was assumed in (4) that the constraint set S_j of each subproblem was bounded. If this is not the case, then it may happen in applying the decomposition algorithm that an unbounded solution is obtained for the subproblem:

$$(15) \quad \text{Minimize } (c_j - \pi A_j)x_j \text{ under the constraints } x_j \geq 0, B_j x_j = b_j.$$

The only change incurred in the algorithm by this is that the rule for forming a new column for the extremal problem must be extended. An unbounded solution of the problem (15) will cause the simplex method to yield a vector y_j such that

$$(16) \quad y_j \geq 0, B_j y_j = 0, \text{ and } (c_j - \pi A_j)y_j < 0.$$

The relationships (16) give the direction of an infinite ray of feasible solutions along which the cost form of (15) proceeds to $-\infty$.

In this case, the column and cost to be added to the extremal problem have the form

$$(17) \quad (A_j y_j; 0, \dots, 0) \text{ and } c_j y_j,$$

instead of the form (14). The "1" has been omitted from the column so that the variable s_{jk} associated with this column will not be constrained

by the relation $\sum_k s_{jk} = 1$, imposed upon the columns created from bounded solutions. Any nonnegative multiple of this column is admissible, corresponding to the fact that any nonnegative multiple of the vector y_j is admissible in the representation of the constraint set of (15) as the sum of a bounded polyhedron and a polyhedral convex cone. It is easy to check that with this extra freedom the decomposition algorithm still consists only of applying the simplex method to the extremal problem thus extended, and hence the algorithm has the same termination properties as in the bounded case, since the number of possible rays generated by the simplex solutions of the subproblems is finite.

4.3. Variations of the Decomposition Process

It is possible to pursue the decomposition algorithm in different ways for the sake of computational efficiency. One suggestion is easily made: retain as many of the solutions \bar{x}_j to the subproblems (12) as would provide new basic columns for the extremal problem; that is, for each j such that

$$(c_j - \pi A_j) \bar{x}_j < \bar{\pi}_j,$$

form the column $(A_j \bar{x}_j; 0, \dots, 1, \dots, 0)$ and its cost $c_j \bar{x}_j$, and adjoin all these to the given basic columns, employing the simplex method to find a minimum among this extended set of columns. This procedure, while requiring perhaps more simplex-method iterations, should require fewer subprogram solutions to be found.

It should be noted that finding the n subproblem solutions of (12) at each iteration of this procedure may not require the complete solution of n linear programs. If the prices in the extremal problem do not change much from one iteration to the next, then the new subproblem solutions may not differ much, if at all, from their former ones; in that case, the new solutions can be found with little labor. Also, in many practical cases, the subproblems themselves have such structure that their solutions are readily found by means of special devices — for example, when the subproblems are transportation problems.

Another variation in the use of decomposition depends on the fact that a given linear programming problem may be decomposed to various degrees. For example, in the original problem (1-3) pictured in Fig. 1, the first two partitions might have been considered collectively as one, embracing the single vector $(x_1; x_2)$. Little would be changed in the description of the decomposition algorithm, except that the first subproblem of the family (12) would read as follows:

$$(18) \quad \text{Minimize } (c_1 - \pi A_1)x_1 + (c_2 - \pi A_2)x_2 \text{ under the} \\ \text{restrictions } (x_1, x_2) \geq 0, \quad B_1 x_1 = b_1, \quad B_2 x_2 = b_2;$$

the column constructed therefrom would be

$$(19) \quad (A_1 \bar{x}_1 + A_2 \bar{x}_2; 0, \dots, 1, \dots, 0), \text{ where } (\bar{x}_1, \bar{x}_2) \text{ solves (18).}$$

The two variables of the problem (18), however, are completely independent,

so that its solution $(\bar{x}_1; \bar{x}_2)$ is just composed of the solutions \bar{x}_1, \bar{x}_2 , of the two separate problems of the ordinary form for $j = 1, 2$. The result, then, of "aggregating" the first two partitions has been to aggregate their resultant columns according to the formula (19).

If this aggregation is carried as far as possible, all the n subproblems may be taken together as one. On account of the independence of the n parts of this one subproblem, finding the subproblem solution involves the same work as before. An advantage, however, lies in the fact that the extremal problem now has only $m + 1$ constraints, instead of $m + n$, and thus is easier to handle. The decomposition of a linear programming problem into a problem having only one partition, when applied to the classical transportation problem, yields an algorithm which promises considerable efficiency in the case of transportation from a small number of origins to a large number of destinations [4].

Finally, it should be mentioned that the linearity of the cost functions $c_j x_j$ for the partitions of the problem is not essential for the application of the decomposition algorithm. Suppose instead that in each partition this function were replaced by the function $f_j(x_j)$, which need only be convex for success of the method. The decomposition algorithm would be unchanged, except that the subproblems (12) would assume the form

$$(20) \quad \text{Minimize } f_j(x_j) - \pi A_j x_j \text{ under the constraints } x_j \geq 0, \quad B_j x_j = b_j.$$

Solutions \bar{x}_j of these problems would then be used to construct new extremal

columns by formula (14) with associated costs $f_j(\bar{x}_j)$. In the nonlinear case, termination of the decomposition algorithm is not assured, but convergence to a solution of the problem is. The arguments used differ from those above; this extension of the decomposition algorithm is given elsewhere [5].

5. A NUMERICAL EXAMPLE

The small problem we shall solve by means of the decomposition algorithm is somewhat artificial, but it will suffice to show the utility of the method even in the case of a single partition.

A homogeneous commodity is to be transported from each of two sources to each of four destinations. The costs of transporting one unit of the commodity from a given source to a given destination appear as entries in the matrix of Fig. 3. Beside the matrix and below it are written,

source	destination				
	1	2	3	4	
1	3	6	6	5	9
2	8	1	3	6	8
	2	7	3	5	

supply
demand

Fig. 3 — Data for the example

constraint on t_{13} and t_{22} . The block B consists of six equations asserting that the net flow from each source must be just the amount available, and that the net flow to each destination must be what is demanded.

A has only one row, and the problem has only one partition, so that $m = 1$ and $n = 1$. The extremal problem is thus a two-equation problem, and the price vector $(\pi; \bar{\pi})$ has two components. Of course, $\{t_{ij}\} = x$. The single subproblem of (12), the problem of minimizing $(c - \pi A)x$ under the constraints $Bx = b$, becomes here just that of solving the transportation problem shown in Fig. 5, since the subproblem constraints are precisely those of the transportation problem of Fig. 3. Rapid special methods for

3	6	$6 - 3\pi$	5	9
8	$1 - 2\pi$	3	6	8
2	7	3	5	

Fig. 5 — The subproblem as a transportation problem

solving transportation problems are well known [2]; we need not go into them here.

Beginning with a basic feasible solution for the extremal problem constructed from the artificial columns I_1, I_2 (see Sec. 4), the major data generated in the decomposition algorithm solution of this problem are given in the table below. We have omitted only the inverse of each feasible basis, which is generally carried along in simplex method calculations.

DECOMPOSITION ALGORITHM ITERATIONS FOR THE EXAMPLE

Iteration number, k	Basic solution	π	$\bar{\pi}$	Subproblem solution, x	Extremal		δ						
					cost	column, P_k							
1	$10 I_1 + I_2$	1	1	<table><tr><td>1</td><td>3</td><td>5</td></tr><tr><td>1</td><td>7</td><td></td></tr></table>	1	3	5	1	7		0	$\begin{bmatrix} 23 \\ 1 \end{bmatrix}$	-24
1	3	5											
1	7												
2	$\frac{10}{23} P_1 + \frac{13}{23} I_2$	$-\frac{1}{23}$	1	<table><tr><td>2</td><td>7</td><td>3</td><td>5</td></tr></table>	2	7	3	5	0	$\begin{bmatrix} 0 \\ 1 \end{bmatrix}$	-1		
2	7	3	5										
3	$\frac{10}{23} P_1 + \frac{13}{23} P_2$	0	0										
End of Phase One													
[Phase Two begins with costs for $P_1, P_2: 61, 87.$]													
3 Cont.		$-\frac{26}{23}$	87	<table><tr><td>2</td><td>2</td><td>5</td></tr><tr><td></td><td>7</td><td>1</td></tr></table>	2	2	5		7	1	53	$\begin{bmatrix} 20 \\ 1 \end{bmatrix}$	$-11\frac{9}{23}$
2	2	5											
	7	1											
4	$\frac{1}{2} P_3 + \frac{1}{2} P_2$	$-\frac{17}{10}$	87	<table><tr><td>2</td><td>2</td><td>5</td></tr><tr><td></td><td>5</td><td>3</td></tr></table>	2	2	5		5	3	57	$\begin{bmatrix} 10 \\ 1 \end{bmatrix}$	-13
2	2	5											
	5	3											
5	$0 P_3 + 1 P_4$	$-\frac{2}{5}$	61	<table><tr><td>2</td><td>2</td><td>5</td></tr><tr><td></td><td>5</td><td>3</td></tr></table>	2	2	5		5	3			0
2	2	5											
	5	3											

NOTE: Since $\delta \geq 0$, the basic solution is optimal. The objective function has the values $75 \frac{16}{23}$, 70, 57 in the three stages of Phase Two.

REFERENCES

1. Dantzig, G. B., A. Orden, and P. Wolfe, "The generalized simplex method for minimizing a linear form under linear inequality constraints," Pacific Journal of Mathematics, Vol. 5, 1955, pp. 183-195.
2. Ford, L. R., Jr., and D. R. Fulkerson, "Solving the transportation problem," Management Science, Vol. 3, 1956, pp. 24-32.
3. Ford, L. R., Jr., and D. R. Fulkerson, "A suggested computation for maximal multi-commodity network flows," Management Science, Vol. 5, 1958, pp. 97-101.
4. Williams, A. C., "A treatment of transportation problems by decomposition," Journal of the Society for Industrial and Applied Mathematics, (to appear).
5. Wolfe, P., The Generalized Linear Programming Problem, The RAND Corporation, Paper P-1818, May 6, 1959.

LIST OF RAND NOTES ON LINEAR PROGRAMMING
AND EXTENSIONS

- RM-1264 Part 1: The Generalized Simplex Method for Minimizing a Linear Form under Linear Inequality Restraints, by G. B. Dantzig, A. Orden, and P. Wolfe, April 5, 1954. Published in the Pacific Journal of Mathematics, Vol. 5, No. 2, June, 1955, pp. 183-195. (ASTIA No. AD 114134)
- RM-1265 Part 2: Duality Theorems, by G. B. Dantzig and A. Orden, October 30, 1953. (ASTIA No. AD 114135)
- RM-1266 Part 3: Computational Algorithm of the Simplex Method by G. B. Dantzig, October 26, 1953. (ASTIA No. AD 114136)
- RM-1267-1 Part 4: Constructive Proof of the Min-Max Theorem, by G. B. Dantzig, September 8, 1954. Published in the Pacific Journal of Mathematics, Vol. 6, No. 1, Spring, 1956, pp. 25-33. (ASTIA No. AD 114137)
- RM-1268 Part 5: Alternate Algorithm for the Revised Simplex Method Using Product Form for the Inverse, by G. B. Dantzig and W. Orchard-Hays, November 19, 1953. (ASTIA No. AD 90500)
- RM-1440 Part 6: The RAND Code for the Simplex Method (SX4) (For the IBM 701 Electronic Computer), by William Orchard-Hays, February 7, 1955. (ASTIA No. AD 86718)
- RM-1270 Part 7: The Dual Simplex Algorithm, by G. B. Dantzig, July 3, 1954. (ASTIA No. AD 114139)
- RM-1367 Parts 8, 9, and 10: Upper Bounds, Secondary Constraints, and Block Triangularity in Linear Programming, by G. B. Dantzig, October 4, 1954. Published in Econometrica, Vol. 23, No. 2, April, 1955, pp. 174-183. (ASTIA No. AD 111054)
- RM-1274 Part II: Composite Simplex-Dual Simplex Algorithm—I, by G. B. Dantzig, April 26, 1954. (ASTIA No. AD 114140)
- RM-1275 Part 12: A Composite Simplex Algorithm—II, by William Orchard-Hays, May 7, 1954. (ASTIA No. AD 114141)
- RM-1281 Part 13: Optimal Solution of a Dynamic Leontief Model with Substitution, by G. B. Dantzig, June 15, 1954. Published in Econometrica, Vol. 23, No. 3, July, 1955, pp. 295-302. (ASTIA No. AD 90501)

- RM-1290 Part 14: A Computational Procedure for a Scheduling Problem of Edie, by G. B. Dantzig, July 1, 1954. Published in the Journal of the Operations Research Society of America, Vol. 2, No. 3, August, 1954, pp. 339-341. (ASTIA No. AD 109960)
- RM-1328 Part 15: Minimizing the Number of Carriers to Meet a Fixed Schedule, by G. B. Dantzig and D. R. Fulkerson, August 24, 1954. Published in Naval Research Logistics Quarterly, Vol. 1, No. 3, September, 1954, pp. 217-222. (ASTIA No. AD 109960)
- RM-1369 Part 16: The Problem of Routing Aircraft—A Mathematical Solution, by A. R. Ferguson and G. B. Dantzig, September 1, 1954. Published in Aeronautical Engineering Review, Vol. 14, No. 4, April, 1955, pp. 51-55. (ASTIA No. AD 90504)
- RM-1374 Part 17: Linear Programming under Uncertainty, by G. B. Dantzig, November 16, 1954. Published in Management Science, Vol. 1, Nos. 3-4, April-July, 1955, pp. 197-206. (ASTIA No. AD 90495)
- RM-1375 Part 18: Status of Solution of Large-scale Linear Programming Problems, by G. B. Dantzig, November 30, 1954. (ASTIA No. AD 86396)
- RM-1383 Part 19: The Fixed Charge Problem, by W. M. Hirsch and G. B. Dantzig, December 1, 1954. (ASTIA No. AD 90494)
- RM-1400 Part 20: Maximal Flow through a Network, by L. R. Ford and D. R. Fulkerson, November 19, 1954. Published in Canadian Journal of Mathematics, Vol. 8, No. 3, 1956, pp. 399-404. (ASTIA No. AD 90541)
- RM-1418-1 Part 21: On the Min Cut Max Flow Theorem of Networks, by G. B. Dantzig and D. R. Fulkerson, April 15, 1955. Published in Linear Inequalities and Related Systems, Annals of Mathematics Study No. 38, edited by H. W. Kuhn and A. W. Tucker, Princeton University Press, 1956, pp. 215-221. (ASTIA No. AD 86705)
- RM-1475 Part 22: Recent Advances in Linear Programming, by G. B. Dantzig, April 12, 1955. Published in Management Science, Vol. 2, No. 2, January, 1956, pp. 131-144. (ASTIA No. AD 111056)
- RM-1432 Part 23: A Production Smoothing Problem, by S. M. Johnson and G. B. Dantzig, January 6, 1955. Published in Proceedings of the Second Symposium in Linear Programming, (Washington, D. C., January 27-29, 1955), Vol. 1, U. S. Department of Commerce, Washington, D. C. 1956, pp. 151-176. (ASTIA No. AD 90506)

- RM-1470 Part 24: The Modification of the Right-hand side of a Linear Programming Problem, by H. M. Markowitz, April 20, 1955. (ASTIA No. AD 90543)
- RM-1452 Part 25: The Elimination Form of the Inverse and Its Application to Linear Programming, by H. M. Markowitz, April 8, 1955. (ASTIA No. AD 86956)
- RM-1489 Part 26: Computation of Maximal Flows in Networks, by D. R. Fulkerson and G. B. Dantzig, April 1, 1955. Published in Naval Research Logistics Quarterly, Vol. 2, No. 4, December, 1955, pp. 277-283. (ASTIA No. AD 90548)
- RM-1553 Part 27: Dilworth's Theorem on Partially Ordered Sets, by A. J. Hoffman and G. B. Dantzig, August 26, 1955. Published in Linear Inequalities and Related Systems, Annals of Mathematics Study No. 38, edited by H. W. Kuhn and A. W. Tucker, Princeton University Press, 1956, pp. 207-214. (ASTIA No. AD 88670)
- RM-1560 Part 28: A Simple Linear Programming Problem Explicitly Solvable in Integers, by O. A. Gross, September 30, 1955. (ASTIA No. AD 90546)
- RM-1604 Part 29: A Simple Algorithm for Finding Maximal Network Flows and an Application to the Hitchcock Problem, by L. R. Ford and D. R. Fulkerson, December 29, 1955. Published in Canadian Journal of Mathematics, Vol. 9, 1957, pp. 210-218. (ASTIA No. AD 90545)
- RM-1644 Part 30: A Class of Discrete type Minimization Problems, by O. A. Gross, February 24, 1956. (ASTIA No. AD 90560)
- RM-1709 Part 31: A Primal-Dual Algorithm, by G. B. Dantzig, L. R. Ford, and D. R. Fulkerson, May 9, 1956. Published in Linear Inequalities and Related Systems, Annals of Mathematics Study No. 38, edited by H. W. Kuhn and A. W. Tucker, Princeton University Press, 1956, pp. 171-181. (ASTIA No. AD 111635)
- RM-1736 Part 32: Solving the Transportation Problem, by L. R. Ford and D. R. Fulkerson, June 20, 1956. Published in Management Science, Vol. 3, No. 1, October, 1956, pp. 24-32. (ASTIA No. AD 111816)
- RM-1737 Part 33: A Theorem on Flows in Networks, by David Gale, June 22, 1956. Published in Pacific Journal of Mathematics, Vol. 7, No. 2, 1957, pp. 1073-1082. (ASTIA No. AD 112371)

- RM-1798 Part 34: A Primal-Dual Algorithm for the Capacitated Hitchcock Problem, by L. R. Ford and D. R. Fulkerson, September 25, 1956. Published in Naval Research Logistics Quarterly, Vol. 4, No. 1, March, 1957, pp. 47-54. (ASTIA No. AD 112373)
- RM-1832 Part 35: Discrete-variable Extremum Problems by G. B. Dantzig, December 6, 1956. Published in Operations Research, April, 1957. (ASTIA No. AD 112411)
- RM-1833 Part 36: The Allocation of Aircraft to Routes—An Example of Linear Programming under Uncertain Demand, by A. R. Ferguson and G. B. Dantzig, December 7, 1956. (ASTIA No. AD 112418)
- RM-1799 Part 37: Concerning Multicommodity Networks, by J. T. Robacker, September 26, 1956. (ASTIA No. AD 112392)
- RM-1864 Part 38: Note on B. Klein's "Direct Use of Extremal Principles in Solving Certain Problems Involving Inequalities," by G. B. Dantzig, January 29, 1957. Published in The Journal of the Operations Research Society of America, April, 1956, (ASTIA No. AD 123515)
- RM-1859 Part 39: Slightly Intertwined Linear Programming Matrices, by Richard Bellman, January 23, 1957. Published in Management Science, July, 1957. (ASTIA No. AD 123533)
- RM-1977 Part 40: Network Flows and Systems of Representatives, by L. R. Ford and D. R. Fulkerson, September 12, 1957. Published in Canadian Journal of Mathematics, Vol. 10, No. 1, 1958, pp. 78-84. (ASTIA No. AD 144263)
- RM-1981 Part 41: Constructing Maximal Dynamic Flows from Static Flows, by L. R. Ford and D. R. Fulkerson, September 17, 1957. Published in the Journal of the Operations Research, Vol. 6, No. 3, May-June, 1958, pp. 419-433. (ASTIA No. AD 144279)
- RM-2021 Part 42: Linear Programming and Structural Design, by W. Prager, December 3, 1957. (ASTIA No. AD 150661)
- RM-1976 Part 43: A Feasibility Algorithm for One-way Substitution in Process Analysis, by K. J. Arrow and S. M. Johnson, September 12, 1957. Published in Studies in Linear and Non-linear Programming, by Kenneth J. Arrow, Leonid Hurwicz, and Hirofumi Uzawa, Stanford University Press, 1958, pp. 198-202. (ASTIA No. AD 144278)

- RM-2158 Part 44: Transient Flows in Networks, by D. Gale, April 11, 1958. (ASTIA No. AD 150686)
- RM-2159 Part 45: A Network-Flow Feasibility Theorem and Combinatorial Applications, by D. R. Fulkerson, April 21, 1958. Published in Canadian Journal of Mathematics, Vol. XI, No. 3, (1959). (ASTIA No. AD 156011)
- RM-2178 Part 46: Bounds on the Primal-Dual Computation for Transportation Problems, by D. R. Fulkerson, May 21, 1958. (ASTIA No. AD 156001)
- RM-2209 Part 47: Solving Linear Programs in Integers, by G. B. Dantzig, July 11, 1958. Published in Naval Research Logistics Quarterly, Vol. 6, No. 1, March, 1959. (ASTIA No. AD 156047)
- RM-2287 Part 48: Inequalities for Stochastic Linear Programming Problems, by Albert Madansky, November 13, 1958. Published in Management Science, January, 1960. (ASTIA No. AD 208311)
- RM-2321 Part 49: On a Linear Programming-Combinatorial Approach to the Traveling Salesman Problem, by G. B. Dantzig, D. R. Fulkerson, and S. M. Johnson, January 26, 1959. Published in the Journal of the Operations Research, Vol. 7, No. 1, January-February, 1959. (ASTIA No. AD 211642)
- RM-2338 Part 50: On Network Flow Functions, by L. S. Shapley, March 16, 1959. (ASTIA No. AD 214635)
- RM-2388 Part 51: The Simplex Method for Quadratic Programming Notes on Linear Programming and Extensions, by Philip Wolfe, June 5, 1959. Published in Econometrica, Vol. 27, No. 3, July, 1959, pp. 382-398. (ASTIA No. AD 225224)
- RM-2425 Part 52: Computing Tetraethyl-Lead Requirements in the Linear-Programming Format, by G. B. Dantzig, T. T. Kowaratanani, and R. J. Ullman, April 1, 1960. Published in the Journal of the Operations Research, Vol 8, No. 1, January-February, 1960. (ASTIA No. AD 237380)
- RM-2480 Part 53: On the Equivalence of the Capacity-Constrained Transshipment Problem and the Hitchcock Problem, by D. R. Fulkerson, January 13, 1960. (ASTIA No. AD 235811)

- RM-2597 Part 54: An Algorithm for the Mixed Integer Problem, by Ralph Gomory, July 7, 1960. (ASTIA No. AD 243215)
- RM-2751 Part 55: On the Solution of Two-Stage Linear Programs under Uncertainty, by George B. Dantzig and Albert Madansky.
- RM-2752 Part 56: Methods of Solution of Linear Programs under Uncertainty, by Albert Madansky, April 6, 1961.
- RM-2813-PR Part 57: The Decomposition Algorithm for Linear Programming, by George B. Dantzig and Philip Wolfe, September 1961.